

MINUTES OF THE SPECIAL CITY COUNCIL MEETING
TUESDAY- -SEPTEMBER 11, 2007- -9:30 A.M.

Mayor Johnson convened the Special Meeting at 9:44 a.m.
Councilmember Gilmore led the Pledge of Allegiance.

ROLL CALL - Present: Councilmembers deHaan, Gilmore,
Matarrese, Tam and Mayor Johnson - 5.

Absent: None.

**The Management Partners report on the workshop is hereto attached
and made part of the minutes by reference.**

AGENDA ITEM

(07-440) Workshop on City Priority-Setting Project.

Jan Perkins, Management Partners, reviewed the agenda for the
workshop:

Discussion of environmental scan and SWOT [Strengths,
Weaknesses, Opportunities and Threats];
Discussion of Citywide objectives;
Discussion of current work plans;
Identification of Council priorities; and
Review of next steps in the priority setting process.

* * *

Mayor Johnson called a recess at 10:22 a.m. and reconvened the
Special Meeting at 10:25 a.m.

* * *

The Deputy City Manager gave a Power Point presentation on the
environmental scan.

Ms. Perkins facilitated the SWOT discussion.

* * *

Mayor Johnson called a recess at 11:23 a.m. and reconvened the
Special Meeting at 11:26 a.m.

* * *

Ms. Perkins reviewed the Citywide objectives.

The Housing Authority and Public Safety work plans were reviewed.

* * *

Mayor Johnson called a recess at 12:20 p.m. and reconvened the Special Meeting at 12:37 p.m.

* * *

The Library, Development Services, Alameda Power & Telecom, Parks and Recreation, Administration, Planning and Building, and Public Works work plans were reviewed.

Ms. Perkins facilitated the priority setting exercise and outlined the next steps.

PUBLIC COMMENT

None.

ADJOURNMENT

(07-441) There being no further business, Mayor Johnson adjourned the Special Meeting at 2:00 p.m. in a moment of silence for September 11, 2001.

Respectfully submitted,

Lara Weisiger
City Clerk

The agenda for this meeting was posted in accordance with the Brown Act.



CITY OF ALAMEDA, CALIFORNIA

SUMMARY OF CITY COUNCIL AND EXECUTIVE MANAGEMENT TEAM PRIORITY SETTING WORKSHOP

September 2007



MANAGEMENT PARTNERS
INCORPORATED

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September 11, 2007 Priority Setting Workshop

On September 11, 2007, the City Council and Executive Management Team met from 9:30 a.m. until 2 p.m. in the Library for a priority setting workshop. Jan Perkins and Nancy Hetrick of Management Partners facilitated the workshop.

The workshop was the first of two sessions planned. The priority setting process began with staff creating work plans to articulate the special projects of City departments. This process is timely because of the start of the next two-year budget cycle in early 2008, and the addition of new members to the Executive Management Team.

Priority Setting Process Purpose

The purpose of the entire priority setting process is to:

- Provide Council direction on priorities for the work plan for the next 2-3 years.
- Provide an opportunity to strengthen Council understanding of staff's current work plans and resources available to carry them out.
- Create mutual understanding and agreement between the Council and Executive Management Team on a process of reporting progress on work plans.
- Create mutual understanding and agreement between the Council and Executive Management Team on a process of modifying priorities once adopted (adding/deleting projects to meet changing needs) that includes adjusting existing priorities or adding resources to ensure new projects can be completed and Council priorities met.

The focus of the workshop held on September 11, 2007, was the following:

- Identification of factors affecting the City over the next several years
- Confirmation or modification of draft citywide objectives
- Understanding of current work plans for City departments
- Initial understanding of Council priorities

A second Council/Executive Management Team workshop will be held in November (date to be determined), in order to accomplish the following:

- Understanding of the resources needed to successfully accomplish Council priorities.
- Agreement by Council on priorities for attention for next 2 years
- Agreement on process of reporting progress on priorities
- Agreement on process of modifying the adopted priorities

Workshop Agenda

The agenda for the September 11, 2007, workshop contained the following items:

- Environmental scan and SWOT (strengths, weaknesses, opportunities, threats) discussion
- Discuss draft citywide objectives
- Discuss current work plans
- Identify Council priorities

- Review next steps in the priority setting process

Workshop Ground Rules

The Council and staff identified several operating principles for the workshop, as follow:

- Keep a sense of humor
- Be direct and diplomatic
- One person speak at a time
- Everyone participate – have an open dialogue
- Listen
- Respect the work that went into this

Alameda's Recent Successes

Council members and staff brainstormed some of the successes of the City of Alameda over the last few years.

- New Library
- Restoration of Alameda Theater
- Recycling rate/energy conservation
- New developer in place for the former Navy property
- Focus on infrastructure
- Pre-hospital services
- Redevelopment projects
- Breakers at Bayport
- Parks improvements
- No traffic fatalities
- Review of telecom operations
- Revisions to street sweeping program
- Lights in crosswalks
- Ferry ridership
- Golf transition
- High performing Executive Management Team
- Increased transparency
- Federal grant awards
- Media outreach (web casting; press releases)
- Website
- "Access Alameda"

Environmental Scan

Deputy City Manager Lisa Goldman presented an environmental scan of factors influencing the City. (See Attachment B) Handouts of the PowerPoint were made available to participants. Some follow-up items from the PowerPoint were placed in the "issue bin." Those items are listed in the last section of these notes.

An environmental scan provides data about factors that may affect the City of Alameda in the future. Although not a complete picture of the City of Alameda, these factors help provide a context for priority setting.

Environmental Scan Factors

Data for the following factors was provided for this environmental scan.

- Demographics
- City budget
- City revenues
- Largest property tax payers
- Largest employers

Strengths, Weaknesses (Limitations), Opportunities and Threats

The Council and Executive Management Team brainstormed the City of Alameda's strengths, weaknesses (limitations/constraints), opportunities, and threats. The purpose of this discussion was to identify those areas which the City wishes to foster and build upon, and those areas and issues for which the City must plan and create new approaches.

Strengths

- Good Executive (City Manager)
- Good grasp on finances
- Financial depth and transparency
- Strong department heads who work cooperatively, with good communication
- Conservative fiscal approach—having reserves
- Listening and responding to the community
- Good employees have been recruited
- Openness of communication

Weaknesses (Constraints/Limitations)

- Loaded staff with many things that have to be done
- City is victim of own ambition and capable people
- High dependency on other agencies (no City control)
- Many things coming to the plate at the same time
- Bureaucratic processes
- Perception that not everything is open
- Lack of revenue to do everything needed or desired
- Explaining public process
- Ability to attract and retain employees for certain positions (i.e. AP&T)
- Lack of succession planning
- Employee development
- Competing for federal money
- Flexibility to meet changing needs

Opportunities

- Changing land uses
- Changing demographics
- Full Executive Team
- Marrying old and new priorities
- Reorganizing operations
- Community outreach
- New technology
- Reduce carbon footprint
- Look at how we do things—bringing in new talent

- Make less successful times more successful
- Not just doing things the “Alameda way” – changing when it would be more effective
- Erase perceptions about the City not being “business friendly”
- Work with residents to identify revenue opportunities
- Educate residents on budget constraints
- Use budget restraints to take a regional approach
- Educate residents on how to participate and get involved in City government
- Reach out to younger demographics; taking a different approach

Threats

- Economic recession
- Age of infrastructure
- State—new legislative mandates, unfunded mandates
- Crime trends—youth violence
- Socio-economic factors that contribute to crime trends
- Regional build-out (traffic)
- Federal deficit
- Natural disasters
- Fiscal situation of school district
- Viability of other institutions
- Aging work force (“brain drain”)

Draft Citywide Objectives

The City Manager presented several draft Citywide objectives, which were developed by the Executive Management Team to articulate the direction received by Council over the past two years. The Council reviewed the draft objectives and, in some cases, suggested modifications and additions. Shown below for each objective is the original draft language proposed by the staff and, following that, any modifications or additions suggested by the Council. Based on the suggestions from Council, revised objectives are shown in some cases, which will be presented for consideration at the November workshop. Additionally, based on the workshop discussion, a broad, overarching statement is proposed, which could form the basis of a mission statement for the City. If desired, that will be added to the agenda for the November workshop.

Objective 1:

Draft: Continue progress in the redevelopment of the former naval property.

Modification: None.

Objective 2:

Draft: Identify funding and develop master plans for providing and maintaining infrastructure improvements.

Modification: None.

Objective 3:

Draft: Ensure the community's economic health.

Modification: Take measures to improve and promote the community's economic health.

Objective 4:

Draft: Develop or update and implement land use, transportation, and environment sustainability planning strategies, tools, and documents.

Modification: Develop or update and implement land use, transportation/traffic, and environment sustainability planning strategies, tools, and documents.

Objective 5:

Draft: Provide quality youth and senior programs and services.

Modification: Provide quality youth and senior programs, services, and facilities.

Objective 6:

Draft: Recruit, retain, and develop a skilled and responsive workforce.

Council Comments: Include in the work plan tasks related to educating the community about City jobs and career opportunities in order to develop a local workforce.

Objective 7:

Draft: Continuously improve internal operations and systems.

Council Comments: Communications with the public, customer service, and user-friendliness are important; improving and updating systems for communicating with the public; delivering services with the customer/residents in mind

Modification: Continuously improve internal operations, systems, and management practices in order to provide high-quality customer service.

Mission

In addition, during the discussions, an overarching objective was suggested pertaining to “enhancing and promoting the quality of life for the community.” For a City government, all of the objectives stated above are methods of achieving that overarching statement, which could be considered the mission of the City. A suggestion would be to create a mission statement that provides the context for the Citywide objectives.

A **draft mission statement**, intended as a starting point for discussion with the Council and Executive Management Team at the November workshop, could be the following:

The City of Alameda focuses its workforce and resources on providing services that enhance the quality of life for its residents and promote the prosperity of its business community.

Work Plan Priorities

In advance of the workshop, the Executive Management Team prepared individual work plans that listed key projects to be accomplished. The work plans also noted the on-going work of their departments. At the workshop, Council members asked questions of department heads in order to understand the work plans.

Following that discussion, each Councilmember was provided with 14 dots in order for them to indicate their priorities among the items on the work plans. Each Councilmember placed seven orange dots on their *highest* priorities and seven green dots on their *high* priorities. While all of the items on the work plans are there because they are important, knowing the Council's key priorities helps the staff set work flow priorities – particularly when new projects emerge or other urgent issues arise and timelines must be shifted.

The list of projects identified by Council members as their *high* and *highest* priorities are provided in Attachment A. All projects receiving at least 1 dot (of either color, noting *highest* or *high* priority) are included. The priorities are organized by department; those projects receiving Council majority (3) for any combination of high/highest priority are noted in **bold**. These priorities are in draft form and will be further discussed at the second City Council/Executive Management Team workshop to be held in November 2007.

The following is a list of the projects receiving at least one “highest priority” dot and at least two “high priority” dots. For each project, the Citywide objective it relates to is identified. Two point values were attached to each “highest” priority and one point value was attached to each “high” priority for ranking purposes.

FIGURE NO. 1: COUNCIL'S HIGHEST PRIORITIES AND CITYWIDE OBJECTIVE EACH PRIORITY RELATES TO

Lead Department	Project	Priority
AP&T	Address Telecom financial issue – implement plans/recommendations <i>Objective 7: Continuously improve internal operations, systems, and management practices in order to provide high-quality customer service.</i>	10 points (5 highest)
Housing Authority	Work with the Housing Commission to develop an acquisition and development plan for expanding affordable housing opportunities using the remaining Measure A Guyton exemption (Alameda Hotel; Islander) <i>Objective 4: Develop or update and implement land use, transportation/traffic, and environment sustainability planning strategies, tools, and documents.</i>	7 points (3 highest 1 high)
Development Services	Former Navy Base Redevelopment – Secure Conveyance of Alameda Point from Navy and negotiate development entitlements with SunCal <i>Objective 1: Continue progress in the redevelopment of the former naval property.</i>	6 points (3 highest)

Lead Department	Project	Priority
Planning & Building	Transportation Element Update (General Plan) <i>Objective 4: Develop or update and implement land use, transportation/traffic, and environment sustainability planning strategies, tools, and documents.</i>	6 points (3 highest)
Planning & Building	Customer Service Improvement Committee work items (project ADD) <i>Objective 3: Take measures to improve and promote the community's economic health.</i>	6 points (3 highest)
Public Works	Transportation/Traffic Planning (Transportation master plan; pedestrian plan) <i>Objective 4: Develop or update and implement land use, transportation/traffic, and environment sustainability planning strategies, tools, and documents.</i>	5 points (2 highest 1 high)
Public Safety	Disaster Preparedness/Update Disaster Mitigation Plan and the EOC Plan <i>Objective 2: Identify funding and develop master plans for providing and maintaining infrastructure improvements.</i> <i>Objective 3: Take measures to improve and promote the community's economic health.</i>	5 points (1 highest 3 high)
Planning & Building	Soft-story seismic retrofit incentive program <i>Objective 3: Take measures to improve and promote the community's economic health.</i>	4 points (1 highest 2 high)
Recreation, Parks and Golf	Prepare and implement comprehensive operation review of Golf Course operations <i>Objective 7: Continuously improve internal operations, systems, and management practices in order to provide high-quality customer service.</i>	3 points (3 high)

Issue Bin

During the course of the workshop, various items were raised to be handled at another time and place. Those items were:

- Environmental scan follow-up:
 - “Other” category of General Fund – explain what this is; show department allocations within other and enterprise (i.e., Library allocation)
- Split out sources of the utility users tax
- Split property tax revenue between residential and non-residential if County can make the data available
- Identify the assessed value of Harsch Investment for 2 years ago
- Limar #13 – who are they?
- Identify what percent of employees of Alameda’s largest employers live in Alameda, if the data is available
- Post the environmental scan on the website

Work Plan Notes

A Council member expressed an interest in the following information as part of the work plans:

- Date when Council direction was set
- Timelines for each project
- Indicate if the project is a result of a Council directive or other requirement

Next Steps

At the end of the workshop, the next steps in the priority setting process were reviewed, as follows:

- EMT will discuss Council comments and questions received at the workshop
- Second Council/EMT workshop will be scheduled in November, with the following preliminary agenda:
 - Finalize citywide objectives and mission statement
 - Finalize City Council priorities and direction
 - Agree on a progress reporting process
 - Create process for modifying priorities
- After the second Council/EMT workshop, staff will finalize a prioritization plan that incorporates the City Council's comments and feedback from the November workshop. The information in that plan will be incorporated into the decision-making process for the next two-year budget.

ATTACHMENT A - COUNCIL'S HIGHEST AND HIGH PRIORITIES

Note: **Bold** items below are those projects receiving a total of three dots from Councilmembers for either the *high* or *highest* priority.

Lead Department	Project	Priority
AP&T	Address Telecom financial issue – implement plans/recommendations	5 highest
Housing Authority	Work with the Housing Commission to develop an acquisition and development plan for expanding affordable housing opportunities using the remaining Measure A Guyton exemption (Alameda Hotel; Islander)	3 highest 1 high
Development Services	Former Navy Base Redevelopment – Secure Conveyance of Alameda Point from Navy and negotiate development entitlements with SunCal	3 highest
Planning & Building	Transportation Element Update (General Plan)	3 highest
Planning & Building	Customer Service Improvement Committee work items (project ADD)	3 highest
Public Works	Transportation/Traffic Planning (Transportation master plan; pedestrian plan)	2 highest 1 high
Public Safety	Disaster Preparedness/Update Disaster Mitigation Plan and the EOC Plan	1 highest 3 high
Planning & Building	Soft-story seismic retrofit incentive program	1 highest 2 high
Recreation, Parks and Golf	Prepare and implement comprehensive operation review of Golf Course operations	3 high
Planning & Building	Housing Element Update (General Plan)	2 highest
Recreation, Parks and Golf	Renovate Godfrey Field; Rittler Field; Lincoln Park Field Replace Krusi Park Recreation Building	2 highest
Library	Develop a long range plan for library service (includes Measure O funds allocation for branch improvements)	1 highest 1 high
Development Services	Former Navy property development - Conduct homeless/PBC screening for Coast Guard Housing and related Community Reuse Plan amendment. Includes lease of ball field/park area and coast guard housing	1 highest 1 high
Administrative/Support Services	Review web hosting, design and maintenance services and conduct needs assessment of current contributors	1 highest 1 high
Administrative/Support Services	Review compensation system (broadened to include review of full system)	1 highest 1 high
Planning & Building	Prepare Local Action Plan for Climate Protection	1 highest 1 high
Public Works	Continuous improvement of systems (Street tree master plan; sewer master plan; storm drainage master plan)	1 highest 1 high
Administrative/Support Services	Explore options to generate revenue for infrastructure improvements	1 highest
Administrative/Support Services	Budget review and tracking (project ADD)	1 highest
Planning & Building	Land Use Element – Retail and Business Services Section Update (General Plan)	1 highest
Planning & Building	Develop a Facilities Master Plan: identify funding and prepare master plans for building infrastructure improvements	1 highest

City of Alameda
Summary of Priority Setting Workshop – September 11, 2007

Lead Department	Project	Priority
Library	Provide facility and service improvements to both Bay Farm Island and West End Libraries	2 high
AP&T	Enhance Energy/Environmental Sustainability – evaluate alternatives for reducing carbon footprint	2 high
Administrative/Support Services	Develop Succession Planning Strategy (including youth outreach component)	2 high
Public Works	Transportation planning	2 high
Fire	Conduct Fire Station 3 feasibility study	1 high
Development Services	CDBG-funded project to implement the “West Alameda: Woodstock to Webster Neighborhood Improvement Plan”	1 high
Recreation, Parks and Golf	Implementation of a Youth Advisory Commission to advise Council on youth-related issues	1 high
Recreation, Parks and Golf	Review business and financial plan of the Alameda Museum	1 high
Recreation, Parks and Golf	Estuary Park Task Force – initiate meetings with Task Force to identify potential funding	1 high
Administrative/Support Services	Develop a compliance plan for GASB-45 regulations by performing an actual study and reviewing options with Council	1 high
Administrative/Support Services	Labor agreement negotiations with public safety bargaining units	1 high
Public Works	Transportation – Safe Routes to School (Implement innovative approach to encourage walk/bike/carpool to school)	1 high
Public Works	Environmental Protection	1 high

ATTACHMENT B – ENVIRONMENTAL SCAN

The environmental scan prepared by the City is attached.

City of Alameda

Priority Setting Workshop

September 11, 2007



1

Environmental Scan

An environmental scan provides data about factors that may affect the City of Alameda in the future. Although not a complete picture of the City of Alameda, these factors help provide a context for priority setting.

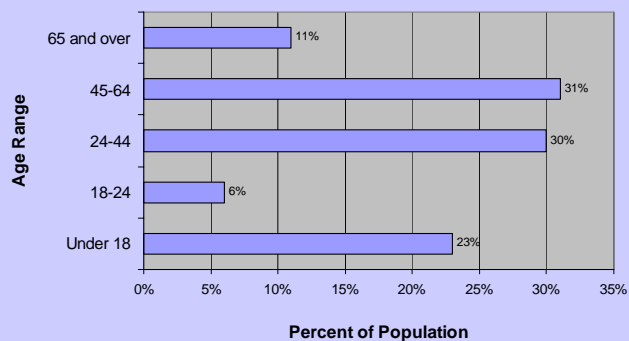
2

Environmental Scan Factors

- Demographics
- City budget
- City revenues
- Largest property tax payers
- Largest employers

3

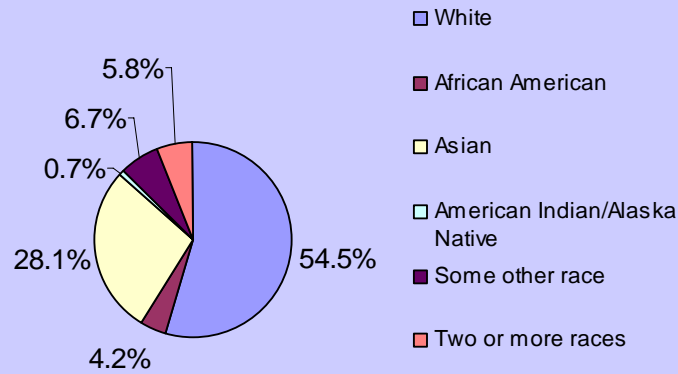
Demographics: Age



Source: 2005 American Community Survey

4

Demographics: Ethnicity

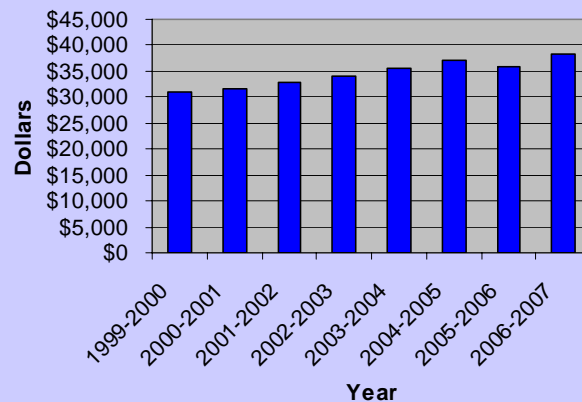


People of Hispanic origin may be of any race. 15% of the people in Alameda were Hispanic. 48% of the people in Alameda were White non-Hispanic.

Source: 2005 American Community Survey

5

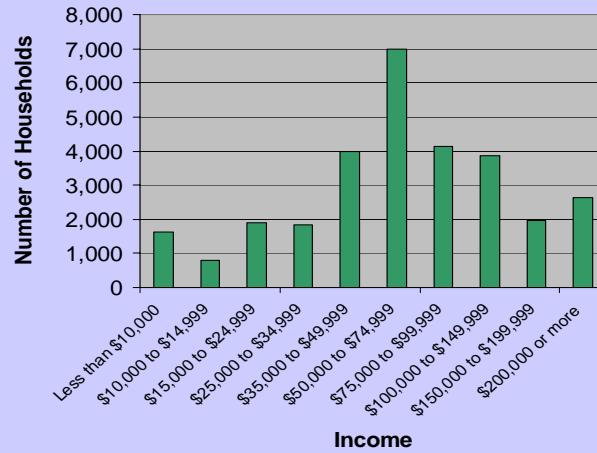
Demographics: Per Capita Income



Source: American Community Survey Data adjusted for inflation

6

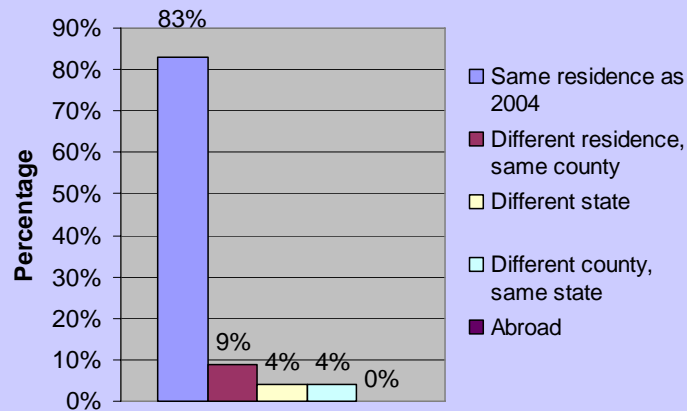
Demographics: Household Income



Source: 2005 American Community Survey

7

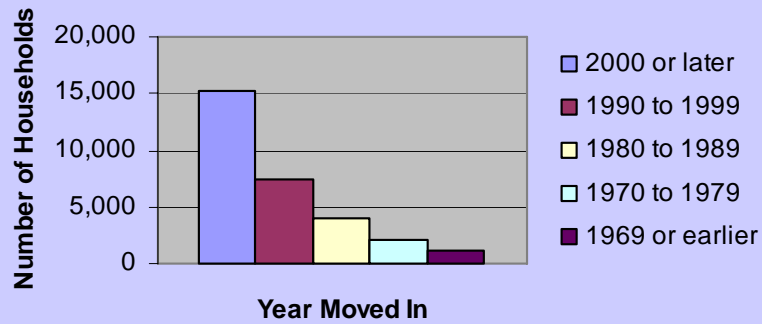
Demographics: Geographic Mobility



Source: 2005 American Community Survey

8

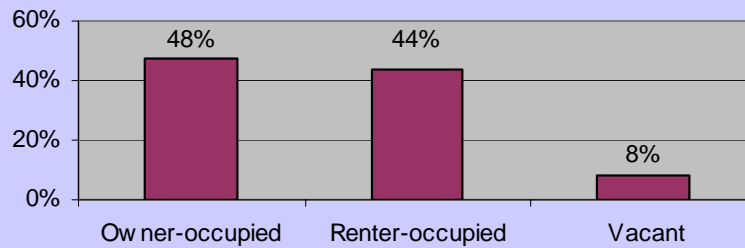
Demographics: Year Household Moved to Current Home



Source: 2005 American Community Survey

9

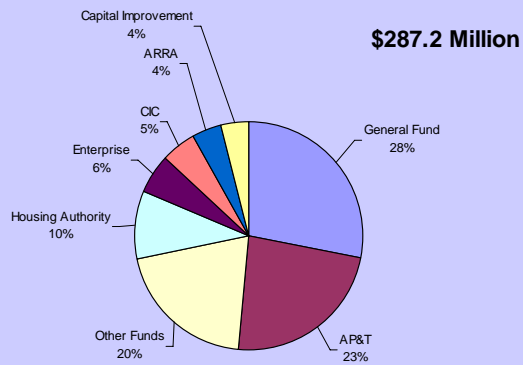
Demographics: Homeownership in Alameda



Source: 2005 American Community Survey

10

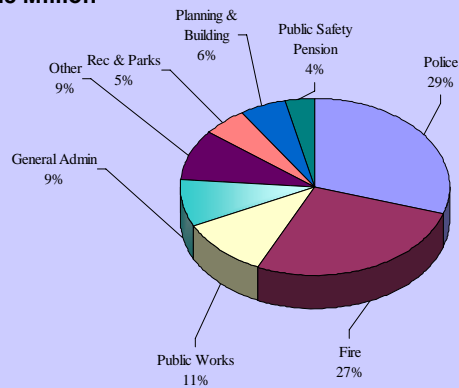
Total City Budget: FY 2007-08



11

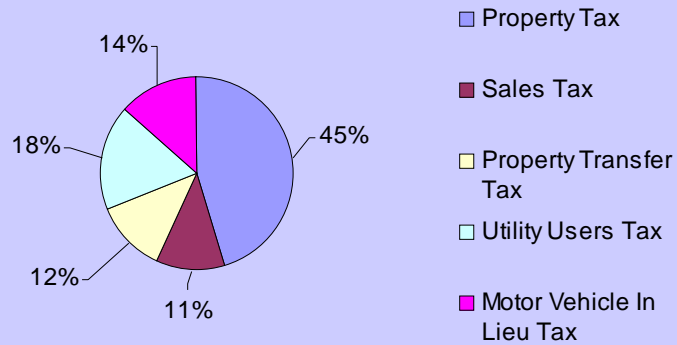
City Budget: General Fund Allocations

\$80.8 Million



12

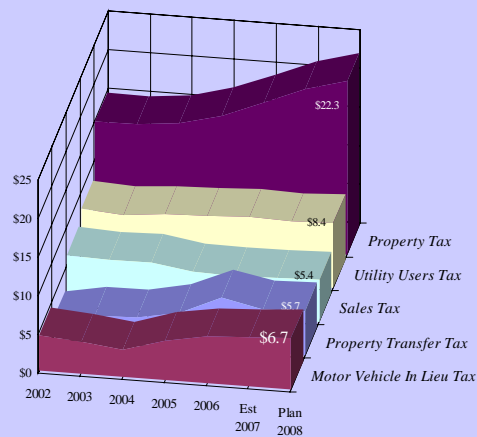
City Budget: Top General Fund Revenues, FY 2006-2007



Percentage equals percentage of top five revenues

13

Top Five G.F. Revenues Trend (\$ Millions)



14

Principal Property Tax Payers Fiscal Year 2006-2007

Taxpayer	Taxable Value
Alameda Real Estate Investment	\$ 218,524,744
KW Alameda, LLC	\$ 87,291,200
Wind River Systems, Inc.	\$ 60,593,386
Harsch Investment Realty, LLC	\$ 50,486,980
Bayport Alameda Associates, LLC	\$ 49,815,105
Limar Realty Corp #13 and Limar	\$ 31,469,388
Ballena Village, LLC	\$ 28,365,760
SRM-PCCP Harbor Associates, LLC	\$ 26,823,831
South Shore Beach and Tennis Club	\$ 26,476,524
Woodstock Homes Corporation	\$ 26,011,914

Source: FY 2006-07 County Assessor data, MuniServices, LLC

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Largest Employers 2006

Employer	Number of Employees
Alameda Unified School District	1,000
Abbott Diabetes Care Inc	671
City of Alameda	626
Alameda Hospital	600
College of Alameda	472
Safeway Stores	345
Wind River Systems	339
Kaiser Foundation Health Plan	252
Ut Starcom Inc.	223
Celera Diagnostics LLC	215

Source (2006-07): MuniServices, LLC

Results based on direct correspondence with city's local businesses

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